DEPARTMENT OF JUSTICE
2001-2002

MISSION

The Department of Justice is committed to the fair and effective administration of justice and to excellence in service to the people of Nova Scotia.

STRATEGIC GOALS

1. Improve public safety and security
2. Provide effective dispute resolution mechanisms
3. Offer a co-ordinated response to victims of crime
4. Provide safe and secure custody, control and effective supervision of offenders
5. Promote the fair and lawful administration of public affairs

By promoting safe communities, and involving citizens and community groups in crime prevention, we develop a peaceful quality of life which attracts business and investment to the Province.

With expanded and enhanced conciliation and mediation services for families in crisis, a comprehensive case management and scheduling system for civil cases in the Family Division, and the implementation of the restorative justice program, we are providing forums for resolution of disputes that better respond to the needs of families and victims of crime.

We protect the most vulnerable in our society with programs and services that place greater emphasis on the needs of victims and better coordinate services delivered to those who suffer from crime.

Through an improved fine collection process and the development of a cost recovery plan for those who break the law, we will operate in a more efficient and cost effective manner.

In fostering discussion around the privacy rights of Nova Scotians, and in providing the training necessary to meet the demands of our expanded information legislation, we are offering open, accountable government, while respecting individuals' privacy.

CORE BUSINESS FUNCTIONS

- *Court Services:*
  The Court Services Division is responsible for administration of the following courts: Nova Scotia Court of Appeal, Supreme Court of Nova Scotia, Supreme Court (Family Division), Provincial Court, Family Court, Small Claims Court, Summary Proceedings Court; the management of court

offices and registries (including probate and bankruptcy); management of programs in support of the Family Division, including conciliation, mediation, parent education and supervised access; security and transportation of prisoners to and from court; coordination of the Justices of the Peace program; management of the Maintenance Enforcement Program.

- *Correctional Services:*
  The Division is responsible for the administration and operation of eight adult correctional institutions, three young offender facilities, and sixteen community corrections offices, which provide supervision of those serving sentences in the community.

- *Police and Public Safety Services:*
  The Division is responsible for ensuring that policing services are delivered effectively by providing advisory services to municipal police services and by managing contracts with the RCMP and First Nations Policing; providing regular audits/inspections of municipal police agencies; delivering the federal firearms program; licensing companies and individuals engaged in the private security industry; and working with communities to develop and implement crime prevention programs.

- *Nova Scotia Legal Aid:*
  The Nova Scotia Legal Aid Commission delivers legal representation to qualified applicants with priority for matters involving the liberty and civil rights of individual clients and for matters involving the integrity and protections of an individual's family.

- *Office of the Medical Examiner:*
  The Office of the Medical Examiner conducts investigations into all deaths due to violence, undue means, culpable negligence and sudden unexplained deaths; provides written documentation including cause and manner of death.

- *Administration (Legal Services, CSU's, Public Trustee, Policy and Planning, Victims' Services):*
  Overall administration of the Department; legal advice and representation to all government departments and agencies; provision of trustee services for incompetent adults/infants and missing persons; provision of services to victims of crime and administration of the criminal injuries counselling program.

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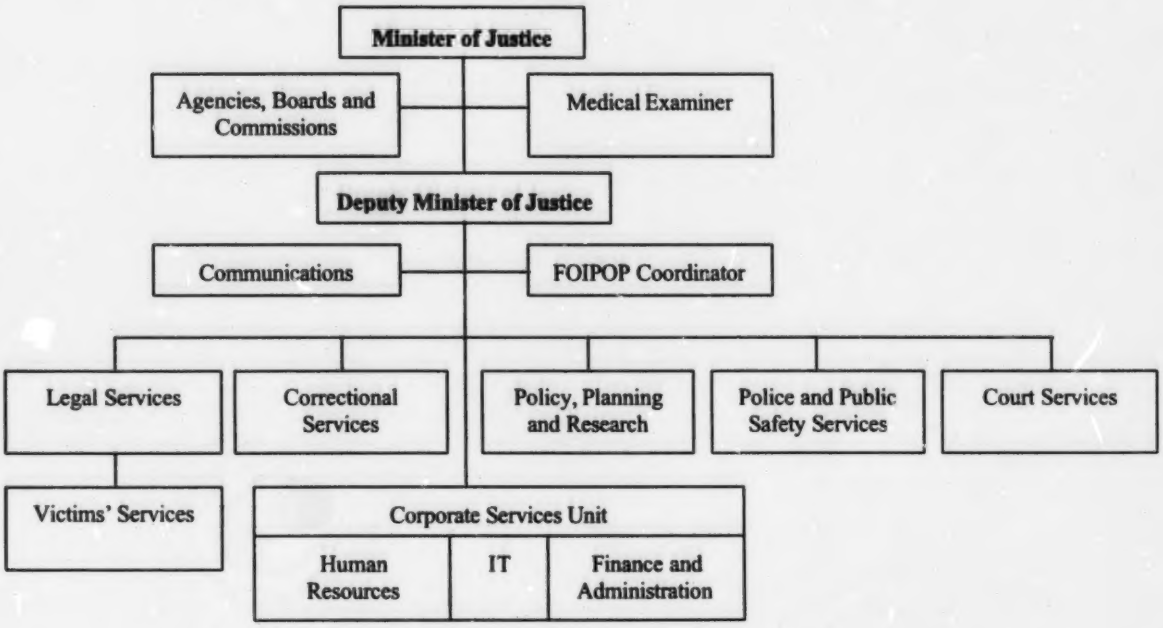

For the 2000/01 fiscal year, the Department has an FTE staff of 1,414.5 individuals in offices throughout the Province and in 10 correctional institutions.

Over the past few years, the Department has been moving to consolidate court and public offices through the establishment of 13 justice centres. In 1999-2000 establishment of the new Family Division of the Supreme Court occurred, with implementation in the Halifax and Cape Breton Regional Municipalities. A proposal seeking federal government funding to extend the coverage of the new Court to the entire Province has been submitted to the federal Minister of Justice. A number of initiatives have been undertaken to divert cases from the costly formal justice system and to streamline processes for matters before the justice system.

Through a Cooperative Business Solutions process, a custody configuration plan was developed to replace or renovate nine adult correctional institutions. A new central adult correctional facility, co-located with a new forensic institution in the Halifax Metro area is scheduled to open in mid-2001 and the correctional institutions of Kings, Lunenburg and Colchester will close shortly thereafter.

In the area of law enforcement, the provincial/municipal service exchange has had a significant impact on the delivery of policing services throughout the Province. The structure of policing services is in flux, with many municipalities considering various models of service delivery: for example, amalgamation of municipal police forces; development of regional forces; and conversion from municipal police forces to RCMP policing.

Victims of crime in Nova Scotia, as elsewhere in Canada, desire to play a greater role in the criminal justice process. The Department has undertaken a number of initiatives to assist victims, particularly children and those who are victims of family violence. Recent amendments to the *Criminal Code* included provisions to significantly enhance the recognition, participation and protection of victims of crime by the criminal justice system. Through the restorative justice initiative, the Department is providing a vehicle for victims to be heard and for greater community involvement. Our objective is to ensure greater offender accountability, thereby raising public confidence in the justice system.

The federal government is proposing to enact new youth justice legislation which will have a significant impact on the administration of the youth justice system and on the programs and services required to support the *Youth Justice Renewal Strategy*. Throughout the past year, the Department has worked in cooperation with all justice stakeholders, other government departments and community agencies to prepare for the new legislation.

PRIORITIES FOR 2001/2002

Improve public safety and security

- Develop a comprehensive and effective crime prevention strategy in cooperation with police, community organizations, schools and the public and corporate sectors.

- Continue the development of a comprehensive audit policy to ensure compliance with provincial policing standards in order to enhance the safety and security of our communities and the quality of police operations.

- Complete the development of a self-audit program for municipal police services to ensure these agencies are able to effectively monitor key operations within the police service, thereby ensuring a more efficient and effective service to the community.

- Complete a comprehensive strategic plan for the delivery of policing services in consultation with municipal governments, police agencies and other relevant stakeholders.

- Provide advice and assistance to municipal governments, through their police services and boards of police commissioners, regarding the development of interim policing models pending completion of the *White Paper on the Development of a Policing Plan for Nova Scotia*.

- Develop a strategy to combat organized crime in Nova Scotia.

- Establish a registry of sex offenders.

- In cooperation with the RCMP, strengthen the planning process for provincial policing.

- Secure the delivery of effective policing services to aboriginal communities.

- In cooperation with other provincial government departments, improve the response of the justice system to incidents of family violence.

- Respond to occupational health and safety concerns associated with departmental operations.

- Continue to work in cooperation with the departments of Health, Community Services, Education, the Sport and Recreation Commission and the Youth Secretariat to improve outcomes for children and youth, including the development of effective early intervention strategies targeted to youth at risk.

Provide effective dispute resolution mechanisms

- Complete the expansion of the Family Division of the Supreme Court.

- Complete Phase 2 of the restorative justice program to provide services to victims, young offenders and communities throughout Nova Scotia.

- Improve fine collection and the enforcement of fines.

- Modernize and simplify procedures relating to the *Probate Act*.

- Develop a program to assist self-represented litigants in the court system.

- Prepare legislation that will require parents to make restitution to victims where the lack of proper parental supervision has caused a young person to commit a crime.

- Develop a plan for expansion of the jurisdiction of the small claims court.

- Promote mediation services in the civil court process.

- Expand the Summary Offence Court to Sydney.

- Implement a new justice of the peace program.

Offer a coordinated response to victims of crime

- Implement processes to enable victims of crime to more readily obtain restitution from offenders.

- Develop a plan of action to improve the experience of child victim/witnesses in the criminal justice system.

- Develop and implement a plan for increased use of technology and print materials to respond to increased service demands.

Provide safe and secure custody, control and effective supervision of offenders

- Ensure the effective transition of staff and inmates to the new correctional/forensic facility in Burnside and the closure of four adult correctional facilities.
- Establish a specialized unit for the mentally ill offender.
- In cooperation with the IWK Health Sciences Centre, the Departments of Health and Community Services, enhance mental health services for young offenders through the establishment of a court clinic.
- Establish and evaluate the Intensive Supervision and Support program for high risk young offenders.
- Examine a cost recovery program for custody of impaired drivers.
- Work in partnership with the legal community, service organizations and other government departments to respond effectively to children under 12 who commit crimes.
- Implement a plan for programs and services required by the new federal youth justice legislation.

Promote the fair and lawful administration of public affairs

- Issue a privacy discussion paper for government and private sector-held personal information.
- Develop and assess proposals for the reform of the *Fatality Inquiries Act.*
- Implement a system for the comprehensive management of legal services to government departments.
- Enhance the capacity of the Department to provide law reform and legal policy advice to Government.
- In cooperation with the Department of Community Services, implement a new program to provide more cost-effective legal services in child protection cases.
- Work with other departments to improve government's response to diversity communities.

BUDGETING CONTEXT:

Core Businesses	2000-01	2001-02
Court Services	19,048	24,737
Correctional Services	20,638	20,906
Police and Public Safety Services	18,860	19,762
Nova Scotia Legal Aid	8,380	8,380
Office of Medical Examiner	1,108	1,246
Administration	14,258	13,852
Total	82,293	88,883

HIGHLIGHTS FROM HUMAN RESOURCES

- **CUSTODY CONFIGURATION PROCESS/CBS PROJECT**

  The HR Division will continue its involvement in the Correctional Services custody reconfiguration project through provision of support/expertise in organizational analysis/design; labour relations; TSP/layoffs; staffing; classification of positions; and training and development needs, to ensure the effective transition of staff and inmates to the new correctional/forensic facility in Burnside, as well as to develop a plan to replace the Yarmouth correctional facility.

- **OCCUPATIONAL HEALTH AND SAFETY**

  As new sections of the *Occupational Health and Safety Act* are implemented, the HR Division will provide support in understanding/complying with the Act; setting goals/plans/budgets; and, ongoing training/development through interdepartmental partnerships. The Division is tracking the employees' training, and implementing an internal Occupational Health and Safety audit system.

- **LABOUR RELATIONS**

  The HR Division will continue to provide sound contract interpretation, advice and assistance to line management. Justice CSU is represented on the team negotiating a new Civil Service Master Collective Agreement.

- **PERFORMANCE MANAGEMENT**

The Division will continue to deliver Integrated Management Development (IMD) refresher training sessions and ongoing consultative support to managers in this area, and will be coordinating the annual performance management process in April 2001.

- **SUCCESSION PLANNING**

The department will implement a pilot project consistent with the corporate succession management model.

- **CLASSIFICATION REVIEWS**

The HR Division will coordinate and provide assistance to all employees in the Civil Service bargaining unit classification review. In addition, the Division will coordinate the rewriting of all MCP positions within the Department for submission to DHR for classification.

- **TRAINING AND DEVELOPMENT**

Departmental requests for training and development continue to increase. The CSU training calendar offers numerous and varied HR development courses, including a supervisor/manager development series; the performance management series for both MCP's and bargaining unit employees; as well as a variety of human resource skill development courses. In addition, a comprehensive human resource management series has been developed and delivery will be ongoing. Support for the performance management process includes one-on-one and small group assistance with performance planning, coaching, and documentation of performance issues. Increased client requests for facilitation in areas of strategic planning, business planning, and stakeholder consultation will be a focus for the HR Development Consultants in the coming year.

- **ATTENDANCE MANAGEMENT**

The HR Division will continue to provide ongoing support and guidance to line managers

- **WORKPLACE REHABILITATION**

The Division is examining options for improving processes associated with workplace rehabilitation.

- **SEXUAL HARASSMENT**

In support of the government's policy, a training program is being developed for the clients of Justice CSU.

HIGHLIGHTS FROM INFORMATION TECHNOLOGY

Modernize Existing Technology Solutions

In 1999/2000 IT Services made two major investments in our client's future: an intranet browser based enterprise Oracle database and development environment for new application development; and an Integrated Document Management tool - FileNet.

The "open" architecture of the new tools and databases create sharing and cross application interfaces that have the potential to provide great benefit within the department, within government and with our external business partners.

All systems developed in 2001/2002 will utilize the new tools. Existing systems will be migrated to the new standards over time. IT Services' goal is to deliver all applications to clients via intranet browser interfaces.

Re-alignment of Resources

At present, IT application support staff have fragmented skill sets, with the majority having skills based on 20 year old programming languages. In 2001/2002, IT Services will provide training in Oracle products so that application support staff can provide our clients with improved service delivery by means of cross-training application support personnel. It is envisioned this support team will be able to assist clients in modernizing existing systems to take advantage of new functionality; in addressing and resolving problems more efficiently; and in reacting more quickly to client enhancement requests.

Continued Support of Business Priorities

A major driver for IT during 2001/2002 will be the implementation of the new federal youth justice legislation. JOIS, the major information system for the Department of Justice, will be modernized and enhanced to incorporate the requirements of the new legislation.

IT Services will continue to support other priority system development initiatives in 2001/2002 such as Restorative Justice, the Internal Investigation Unit, Probate Reform, Civil Court automation, and the new Jury Selection Process.

HIGHLIGHTS FROM FINANCIAL SERVICES

Provide financial analysis services to client divisions to ensure fiscal accountability.
Ensure revenues/fees are appropriately collected and accounted for through review of program accounting procedures.
Identify innovative approaches to management of department's financial resources.

Goal -Improve public safety and security				
Outcome	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
Safe communities	Level of crime	Overall crime rate per 100,000 population	Target is to maintain the NS rate below the Canadian rate	Development of comprehensive crime prevention strategy
	Level of fear of crime	Percentage of respondents indicating that they feel 'safe' or 'very safe' walking alone at night in their community	Target is to maintain the level of perceived security at 70% or above	Development of comprehensive crime prevention strategy
High quality police services	Level of compliance with audit findings	Percentage of audit recommendations complied with	Target is to have 100% compliance with provincial policing standards.	Development of a comprehensive audit policy which will be used to determine adherence to standards
	Level of implementation of self-audit program	Number of police forces with self-audit program in place out of total number of police forces for which the program is appropriate	Target is to have the self-adult program implemented for all appropriate police forces by 2002.	Development and implementation of self-audit program
	Level of complaints lodged against the police by the public.	Number of complaints laid against police force members with the Police Commission which are validated by this agency	Target is to have no validated complaints against the police.	Monitoring of complaints against police force members which are validated by the Nova Scotia Police Commission

Goal - Provide effective dispute resolution mechanisms				
Outcome	**Indicator**	**Measure**	**Target-2004/05**	**Strategies to Achieve Target**
Alternative dispute resolution mechanisms available	Availability of alternative processes - mediation	Total number of locations and Courts where mediation is offered	Mediation services available in all locations for Supreme Court (including Family Division), Probate Court, and Small Claims Court	Extend Family Division of Supreme Court to rest of province Pilot and evaluate mediation in Supreme Court, Small Claims Court and Probate Court Developed training roster of mediators across Nova Scotia Attract diversity in staff/volunteers who support alternative processes. Train staff to knowledgeably advise clients about all alternatives to Court. Develop educational materials about alternatives to court in several languages
	Availability of alternative processes - conciliation	Total number of locations and Courts where conciliation is offered	Conciliation services available in all locations for Supreme Court (including Family Division), Probate Court, and Small Claims Court	
	Representation of minority groups in volunteer corps	Percentage of minority group members compared to total population	Volunteers delivering alternative processes reflect diversity of local population. Baseline data to be collected	
Effective collection on maintenance orders	Collection rate for maintenance payments	Money received as a percentage of money due	78% (from 76% in 1999-2000)	Take progressively more aggressive enforcement action to increase collection rate Educate payors about their options for payment arrangements with the MEP and their ability to apply to court for a variation of the Order, building on the widely available MEP video and brochure
Efficient management of criminal and civil cases	Length of time to process cases, by court level	Number of days from initiation of case to date of trial	- Provincial Court - not greater than 8 months. - Small Claims Court - not greater than 90 days	Reduce demands on court time by making alternatives available, and by ensuring clients are aware of options Work with the Judiciary to streamline case processing for greater efficiency Expand availability of Summary Proceedings Court and Small Claims Court to reduce demands on Provincial (and Supreme) Courts

Efficient processing of cases by Criminal Injuries Counselling Program	Length of time to process applications	Number of days from date application received until decision rendered in Criminal Injuries Counselling Program cases	Median length of processing time of 90 days or less	Active monitoring of time of processing of Criminal Injuries Counselling Program cases by program manager and follow up with information sources where appropriate
Effective targeting of service delivery by Victims' Services Division	Allocation of resources to targeted client groups	Percentage of Regional Victims' Services Program and Criminal Injuries Counselling Program cases involving victims who are children or victims of spousal/partner abuse or sexual assault	75% of total caseload per program from targeted groups	Outreach and promotion to key referral sources
Effective coordination among agencies in providing services to victims	Level of referrals	Percentage of cases referred to Regional Victims' Services Program by police/crown/courts/ corrections	75% of total Regional Victims' Services Program caseload referred from other agencies	Regular distribution of Victims' Services Division referral cards to police; regular distribution of Victims' Services Division brochure, and annual distribution of Victims' Services Division activity report to Justice agencies

Goal - Provide safe, secure custody and effective supervision of offenders				
Outcome	**Indicator**	**Measure**	**Target-2004/05**	**Strategy**
Cost-effective use of resources relating to Correctional Service	Correctional costs	Comparative per capita costs of correctional services	Target to maintain NS per capita correctional costs below national average	Diversion programming, fine options and other alternatives to custody reduce the need to incarcerate
Reduction in re-offending among young offenders	Recidivism rate	Percentage of young offenders in sample who re-offend during specified time period	Target to be developed. Baseline data to be collected.	Restorative justice, Centre 24-7, Intensive Supervision and Support Program and other young offender programs are designed to reduce recidivism among young offenders
	Incarceration level of young offenders	Number of young offenders in custody at a specified time period	Target is to reduce the number of young offenders in custody to 124 by March 31, 2005	The Intensive Supervision and Support Program is designed to reduce the number of young offenders who are incarcerated in provincial institutions

Goal - Ensure the lawful administration of public affairs				
Outcome	**Indicator**	**Measure**	**Target-2004/05**	**Strategies to Achieve Target**
High-quality legal services	Level of client satisfaction	Percentage of clients expressing satisfaction with various components of legal services provided by Legal Services Division.	Target to maintain the overall level of client satisfaction at 75% or above	Training provided to Legal Services staff assists in meeting quality targets. Improved time management processes within the Legal Services Division
	Level of compliance	Number of invoices for legal services not in compliance with policy relating to procurement of legal services	Target to have 100% compliance relating to procurement of legal services by government departments from date of implementation of policy	Effective monitoring of compliance with internal policy, established by the Department(s) of Justice and Finance relating to the procurement of legal services helps to ensure that compliance is being achieved
Efficient processing of applications made under the Freedom of Information and Protection of Privacy Act	Length of time to process applications	Percentage of cases where a departmental decision is made within 60 days	Target is to have 75% of departmental decisions made in 60 days or less	Effective monitoring of length of time of processing applications to ensure that steps can be taken that goal is achieved (i.e., additional assistance provided to administrators of the Act if workload is too heavy; review of record-keeping practices to see opportunities where efficiencies can be achieved etc.)